

MULTIMEDIA



UNIVERSITY

STUDENT ID NO

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# MULTIMEDIA UNIVERSITY

## FINAL EXAMINATION

TRIMESTER 1, 2017/2018

### BPM3814 – PROJECT MANAGEMENT

(Distance Education)

21 OCTOBER 2017  
9.00 a.m. - 11.00 a.m.  
(2 Hours)

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#### INSTRUCTIONS TO STUDENTS

1. This question paper consists of **SEVENTEEN (17)** printed pages excluding of the cover page with **TWO (2)** sections
2. Answer **ALL** sections in the Answer Booklet provided
3. Marks are shown at the end of each question.

**SECTION A: MULTIPLE CHOICE QUESTIONS (60 MARKS)**

1. All of the following factors have influenced the increased reliance upon project management in recent years EXCEPT \_\_\_\_\_.
  - A. Rapid growth and changes in the information technology and telecommunications industries
  - B. Realization that methods for large projects can be modified and used for small projects
  - C. Increased international competition and its influence on consumer demands
  - D. The decreased demands of ongoing operational work
  
2. Which of the following statements correctly describes project management?
  - A. Project management applies knowledge, skills, tools and techniques to project activities.
  - B. Project management should not involve tradeoffs between scope, schedule and cost.
  - C. Project management only relies upon checklists to plan and execute the work.
  - D. All the above
  
3. Projects are considered successful for all of the reasons below EXCEPT \_\_\_\_\_.
  - A. Members of the team learn new skills working on the project.
  - B. The organization captures lessons learned for future projects.
  - C. The team has demonstrated heroics to meet project objectives
  - D. The organization reaps business level benefits.
  
4. Which of the following roles is typically associated with the project manager?
  - A. The person assigned by the performing organization to achieve the project objectives
  - B. The person with management authority over a unit within a functional organization
  - C. The person responsible for project methods, standards and training
  - D. The person responsible for providing the financial resources for the project

**Continued...**

5. Which of the following responses most accurately depicts the correct sequence of activities in the strategic planning process?
- A. strategic objectives - strategic analysis - guiding principles - flow-down objectives
  - B. guiding principles - strategic analysis - strategic objectives - flow-down objectives
  - C. strategic analysis - guiding principles - strategic objectives - flow-down objectives
  - D. guiding principles - strategic objectives - flow-down objectives - strategic analysis
6. Portfolio alignment helps an organization achieve its goals by:
- A. adopting highly similar projects to insure against failure.
  - B. including a complement of projects with different sizes, risks and time frames
  - C. decreasing the variety of projects to leverage specialization.
  - D. providing detailed project management methodologies
7. All of the following criteria serve as a valid basis for selecting projects in most contemporary firms EXCEPT \_\_\_\_\_.
- A. The project best help the organization achieve its goals.
  - B. The project being considered based on office politics.
  - C. The company have the resources needed to complete the project.
  - D. The demands of performing each project understood.
8. Which of the following represents a valid approach that contractors can use to identify new potential projects?
- A. Send representatives to trade shows and professional conferences
  - B. Engage in a proactive customer relationship management effort
  - C. Link information systems to obtain useful project information
  - D. All of the above

**Continued...**

9. Which of the following is an advantage associated with managing projects in a functional organization?
- A. Each functional unit contains a variety of specialists which is suited to solving complex problems.
  - B. There is a unity of command , whereby there is only one clear supervisor that gave the project members instructions
  - C. There is a rapid communication between the various functions working on the project
  - D. Combines task focus with technical capability
10. Some organizational culture characteristics make project success more likely. These characteristics include all of the following EXCEPT \_\_\_\_\_.
- A. support for cross-functional teams
  - B. condone unethical behavior
  - C. project management competencies
  - D. open communication
11. Project planning teams use project life cycle models because various types of projects have differing demands. Which of the following sequences of stages is most appropriate for a life cycle model for improvement projects?
- A. define - measure - analyze - improve - control
  - B. concept definition - demonstration - development - production
  - C. pre-planning - design - procurement - construction - start up
  - D. concept - requirements - design - code - test - turnover
12. Which of the following are among the challenges faced by project managers?
- A. They frequently have more authority than responsibility.
  - B. They must determine how networks of people function in the organization.
  - C. They must learn how to accomplish project work unilaterally - on their own.
  - D. They must follow the same rigid approach for all projects

**Continued...**

13. The purpose of a project charter includes all of the following EXCEPT \_\_\_\_\_.
- A. authorize the project manager to proceed
  - B. develop a common understanding between the sponsor and the project team
  - C. quickly screens out obviously poor projects
  - D. describe skill sets needed
14. The milestone schedule in the project charter \_\_\_\_\_.
- A. is a very detailed schedule that informs team members when to start every activity in the project
  - B. is a very detailed schedule that identifies the planned duration for every activity in the project
  - C. is a summary-level schedule that identifies significant points or events in the project
  - D. is a summary-level schedule that identifies key precedence relationships between major milestones
15. Lessons learned reflect the learning gained by performing a project. Which of the following statements best describes the value that lessons learned can add to a project charter?
- A. Identifying lessons learned from the current project can help future projects to avoid similar failures.
  - B. Identifying lessons learned from the current project can help future projects to achieve similar successes.
  - C. Identifying lessons learned from previous projects can help the current project to avoid similar failures and mistakes.
  - D. Identifying lessons learned from previous projects will guarantee the success of the current project.
16. Which of the following statements accurately describes the responsibilities typically associated with the development of the project charter?
- A. The project sponsor typically prepares the detailed first draft of the majority of the charter
  - B. The project manager typically prepares the business case and scope overview
  - C. The customer typically prepares and signs the charter
  - D. The project manager and team typically prepare the majority of the project charter

**Continued...**

17. A project communications management plan is a document that generally includes all of the following information EXCEPT \_\_\_\_\_.
- A. how and in what format information will be communicated
  - B. when and where each communication will be made
  - C. how changes will be made to the organizational structure
  - D. who is responsible for each type of communication
18. Bourne and Walker (2006) advocate consideration of three aspects to prioritize project stakeholders. Which of the following are among them?
- A. fame
  - B. proximity
  - C. tenure
  - D. personality
19. Which of the following statements accurately describes the approach that project managers should take to develop relationships with key stakeholders?
- A. The project manager should defer building relationships with external stakeholders until after the core team is on sound footing.
  - B. It is better to ignore an unhappy stakeholder than to let him or her disrupt a project.
  - C. Project managers should seek to understand what motivates each stakeholder.
  - D. The project manager should shelter stakeholders from unpleasant news
20. Virtual project teams often encounter increased challenges. All of the following items are among these increased challenges EXCEPT \_\_\_\_\_.
- A. it is more difficult to understand the stakeholders
  - B. it takes more time to build relationships
  - C. differences in time zones are an advantage
  - D. change control must rely more upon facilitating than directing

**Continued...**

21. Which of the following items best depicts the Define *Scope* process?
- A. It begins by determining product scope/deliverables and culminates in a project scope statement.
  - B. It begins by establishing a scope baseline and culminates in scope verification.
  - C. It begins with user requirements and culminates in a product specification.
  - D. It begins with a business case and culminates in a project charter
22. Which of the following statements is true concerning the adoption of rolling wave planning in project management?
- A. It is facilitated when the second level of the work breakdown structure is organized by phase.
  - B. It is initially cumbersome, often delaying a prompt and timely project start.
  - C. It often creates a situation known as “analysis paralysis.”
  - D. It requires detailed bottom-up estimating for every WBS component
23. For each component in the Work Breakdown Structure (WBS), the WBS dictionary includes \_\_\_\_\_.
- A. the name of the originator
  - B. a list of concurrent activities from related work packages
  - C. the physical location where the work will be performed
  - D. none of the above
24. A typical change request form will include which of the following content items?
- A. description of the change along with the impact of making the change
  - B. status accounting summary of previous changes
  - C. change register relating the current change to others proposed
  - D. change control process flow diagram

**Continued...**

25. All of the following items can provide useful assistance to a project team to define the activities of a project EXCEPT:
- A. the work packages from the Work Breakdown Structure
  - B. a quality management plan
  - C. checklists for projects of the same type
  - D. schedules from similar projects that are already completed
26. Which of the following responses identifies a common type of logical dependency used to sequence project activities?
- A. first-in; first-out
  - B. last-in; last-out
  - C. finish-to-start
  - D. last-in; first-out
27. Which of the following remedies may reduce the likelihood of omissions when developing activity duration estimates?
- A. staggered project start dates
  - B. resource buffers
  - C. checklists, templates, WBS
  - D. staggered project end dates

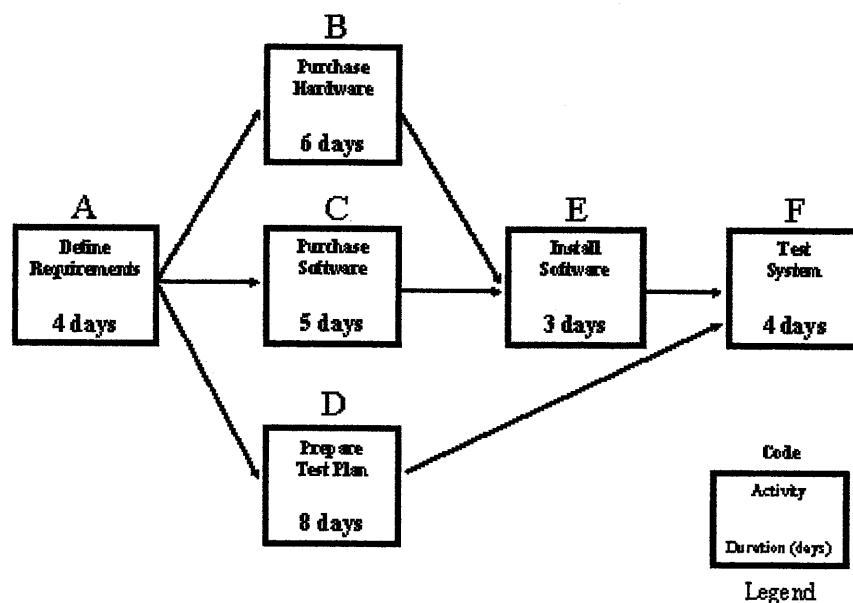


Figure 1-1 System Integration Project



28. Consider the System Integration Project depicted in Figure 1-1. Based on the information provided, what is the expected duration of this project?
- A. 15 days
  - B. 16 days
  - C. 17 days
  - D. 30 days
29. When estimating resource needs, project teams should consider all the following EXCEPT \_\_\_\_\_.
- A. supporting needs like information systems
  - B. the time required to communicate between activities
  - C. specific knowledge or skills that must be secured
  - D. scoring models
30. Project managers often confront the challenge of reducing excessive time commitments and overloads among project resources. All of the following methods represent a potentially viable strategy to reduce work overloads EXCEPT \_\_\_\_\_.
- A. one that requires all project resources to work overtime
  - B. one that splits an activity into two activities and delay the second part.
  - C. one that re-sequences activities when logically feasible.
  - D. One that reassigns certain activities to other workers.

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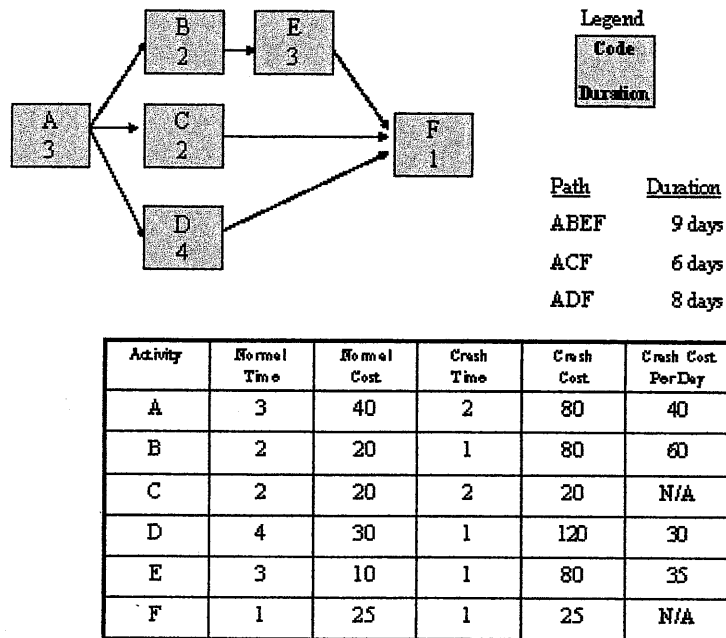


Figure 1-2 Project Crashing Information

31. Consider the project crashing information presented in Figure 1-2. What is the cost to complete this project in the normal time?
- A. \$ 40  
B. \$ 120  
C. \$ 145  
D. \$ 405
32. Consider the project crashing information presented in Figure 1-2. What is the normal (un-crashed) duration of this project?
- A. 6 days  
B. 7 days  
C. 8 days  
D. 9 days

Continued...

33. The process of developing an approximation of the cost of the resources needed to complete project activities is known as:
- A. capital budgeting.
  - B. estimate resources.
  - C. estimate cost.
  - D. activity resourcing.
34. Complex projects such as research and development projects often employ rolling wave planning to estimate project costs. Which of the following best describes "rolling wave" planning?
- A. Project managers render a definitive estimate for the next stage and an order of magnitude estimate for the remainder of the project.
  - B. Project managers render an order of magnitude estimate for the next stage and a definitive estimate for the remainder of the project.
  - C. Project managers render a definitive estimate for all stages of the project during the initiation stage.
  - D. Project managers render an order of magnitude estimate for all stages of the project
35. Which estimating technique uses a statistical relationship between historical data and other variables to calculate project costs?
- A. empirical estimating
  - B. parametric estimating
  - C. grass roots estimating
  - D. analogous estimating
36. Events discovered during *Identify Risks* that may or may not occur are often categorized as:
- A. known knowns
  - B. known unknowns
  - C. unknown unknowns
  - D. known certainties

Continued...

37. Which of the following accurately describes risk in project management?
- A. The impact of risk may be positive or negative.
  - B. Some projects are void of risk.
  - C. Risk assessment should remain objective and uninfluenced by stakeholder priorities.
  - D. Project managers should always be risk averse
38. Project managers can identify risks by learning and understanding the cause and effect relationships that bear on risk events. All of the following approaches rely upon an understanding of cause and effect relationships to identify risks EXCEPT \_\_\_\_\_.
- A. developing a flow chart that shows how data flows from one person to another
  - B. conducting a root cause analysis
  - C. examining triggers that a risk is about to occur
  - D. listing all risks in a risk register
39. Which of the following activities illustrates a risk response strategy designed to research a threat or an opportunity?
- A. establish triggers and update them frequently
  - B. establish time or cost contingencies
  - C. adopt a prototype to learn more about a candidate solution
  - D. identify a risk owner to each high priority risk
40. All of the following activities illustrate a risk response strategy designed to exploit an opportunity EXCEPT \_\_\_\_\_.
- A. increase the probability of the opportunity occurring
  - B. increase the impact of the opportunity
  - C. purchase insurance
  - D. set up an organization to pursue the opportunity

Continued...

41. Which of the following quality management thought leaders is generally credited with contributing the insight that team learning is necessary to improve quality?
- A. Ishikawa
  - B. Senge
  - C. Taguchi
  - D. Harrington
42. A source of variation that is inherent in a system and predictable is typically known as:
- A. special cause variation.
  - B. common cause variation.
  - C. systemic variation.
  - D. life cycle variation
43. Project quality tools such as a histogram, Pareto chart, and Failure Mode and Effect Analysis (FMEA) are generally used in support of which of the following DMAIC phases?
- A. Define
  - B. Measure
  - C. Analyze
  - D. Improve
44. Which of the following activities are typically included in a project kick-off meeting?
- A. The project manager evaluates team member performance.
  - B. The project team collects lessons learned for use on future projects.
  - C. The project manager outlines the project goals.
  - D. The project sponsor brings in a facilitator to conduct a brainstorming exercise
45. All of the following entities are typically included in the supply chain EXCEPT:
- A. suppliers
  - B. public relations
  - C. consumers
  - D. project team

**Continued...**

46. The procurement management plan \_\_\_\_\_.
- A. describes how procurement processes will be managed
  - B. describes how supply chain partners will be managed
  - C. describes how the procurement division will be managed
  - D. describes how sellers will be audited
47. Evaluations of prospective suppliers by project teams often involve which of the following approaches?
- A. Third party evaluations
  - B. Facility visits
  - C. Supplier surveys
  - D. All of the above
48. Project partnerships offer which of the following advantages to both clients and vendors?
- A. Shared motivation
  - B. The potential of lower cost for the client
  - C. The potential of greater profit for the vendor
  - D. Opportunity for the vendor to prove oneself
49. The process of improving the competencies, team interaction, and the overall team environment to enhance project performance is known as:
- A. acquire project team
  - B. develop project team
  - C. connect project team
  - D. manage project team interactions
50. Which of the following is among the widely accepted project team success factors?
- A. Effective communication including performance feedback
  - B. Unbridled attention to the quality of project deliverables, without regard to cost
  - C. Extreme risk taking strategies to maximize project gains
  - D. Use of coercion to resolve conflicts and problems

**Continued...**

51. Which of the following styles of handling conflict is most appropriate whenever there is enough time, trust can be established, the issue is important to both sides and buy-in is needed?
- A. Competing
  - B. Accommodating
  - C. Compromising
  - D. Collaborating
52. All of the following are among the steps of the negotiation process EXCEPT \_\_\_\_\_.
- A. clarify both parties interests
  - B. work toward a common goal
  - C. use "good cop / bad cop" technique
  - D. clarify and confirm agreements
53. The process of reviewing all change requests, approving changes and controlling changes to deliverables and organizational process assets is known as \_\_\_\_\_.
- A. project monitoring
  - B. variance analysis and control
  - C. integrated change control
  - D. configuration management
54. Which of the following are appropriate lessons that should guide the information distribution practices of project managers in the information age?
- A. Target communications to as many people as possible
  - B. Replace communication methods as soon as new methods emerge
  - C. Use the communication plan and always monitor additional communication needs
  - D. Emails should be the only form of communications

Continued...

55. One useful method of process improvement involves consideration of how another organization performs a process with an eye toward determining how to improve your own performance. This method is known as \_\_\_\_\_.
- A. comparative improvement
  - B. benchmarking
  - C. variance analysis
  - D. sensitivity analysis
56. Which of the following tools is displayed as a special type of scatter diagram used to see how a variable of interest changes over time?
- A. Flow chart
  - B. Cause and effect diagram
  - C. Check sheet
  - D. Run chart
57. Which of the following reasons might lead to an early contract termination for convenience?
- A. The buyer faces changing priorities.
  - B. The seller faces unexpected difficulties.
  - C. The seller needs change.
  - D. The buyer and seller negotiate a settlement
58. A project team attempting to close a project should review which of the following to ensure the customers are satisfied that all required work was accomplished?
- A. The project charter
  - B. The customer feedback and scope verification
  - C. The communication plan
  - D. The project organization chart

**Continued...**



59. The process of formalizing acceptance of the completed project deliverables is known as \_\_\_\_\_.
- A. product acceptance
  - B. system turnover
  - C. verify scope
  - D. control scope
60. Which of the following is true concerning lessons learned on a project?
- A. The lessons are usually learned from the process of performing the project.
  - B. Lessons are only identified at the end of the project after learning has occurred.
  - C. Lessons learned can only be gathered from project team members
  - D. Lessons learned are always provided by the customer

### **SECTION B: STRUCTURED QUESTIONS (40 Marks)**

There are **THREE (3)** questions in this section. Candidates **MUST** answer **ANY TWO (2)** questions.

#### **Question 1**

- a) What is the main different between project and operation?  
(5 Marks)
- b) There are two popular methods to systematically selecting projects, namely financial and scoring models. List and briefly explain these financial models used on making project selection decisions.  
(10 Marks)
- c) What is a 'Functional Organization'? What are the advantages of adopting this type of organizational structure?  
(5 Marks)

**Continued...**

**Question 2**

- a. What is the critical path analysis? What is a function of the analysis while scheduling projects?  
(5 marks)
- b. A furniture maker is going to produce a new aluminum framed sofa with batik motivated cloth covered foam cushions. These are the tasks that need to be performed by him and his assistant and the times they will take:

	Activity	Time Allocation (Day)
A	Make aluminum arms and legs	3
B	Make aluminum back	1
C	Make aluminum base	2
D	Cut foam for back and base	1
E	Make covers	3
F	Fit covers	1
G	Assemble everything together	1

The following list gives the order in which the jobs must be done.

- B must be after C.
- A must be after B and C.
- D must be after B and C.
- E must be after D.
- F must be after E.
- G must be after A, B, C, D, E and F.

Construct a suitable activity network to illustrate this information.

(15 marks)

**Question 3**

- a. Individuals team members with high capability can be effectively developed into a strong team. List and explain three types of useful project team member capabilities in a project management team.  
(6 marks)
- b. Discuss the typical sources of project conflict and some of the examples. What are the steps proposed in Project Conflict Resolution Process?  
(14 marks)

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